



### «BUDGET AS A BUSINESS PLANNING TOOL», 3 days

#### COURSE OBJECTIVE:

Development of professional competencies in budgeting and management accounting with focus on effective achieving of company's strategic objectives.

#### ACQUIRED ABILITIES:

- Develop the financial structure of a company and efficient budgeting procedure;
- Create organizational procedures and budgeting regulations;
- Analyze and control budget execution, understand deviation reasons;
- Apply modern budgeting and “beyond budgeting” approaches.

#### COURSE CONTENT:

Module Name	Content
Main stages of Budget management	Definitions: budget, financial responsibility center, cost centers. Tasks and objectives of budget management. Stages of budget management, brief description. Static budget, budget implementation report, flexible budget. Deviations factor analysis. Management accounting as an information base. Criteria for budgeting efficiency: best practice.
Algorithm of master budget development. Budget model: revenue and expenditure budget, cash flow budget, and budgetary balance sheet	Master budget: content and structure. Sales planning. Sales budget. Materials management. Calculation of the optimal delivery lot volume. Procurement schedule. Production budget. Production plan development in a resource shortage conditions. Direct material costs budget. Direct labour costs budget. Overheads budget. Fixed costs budget. Selling costs budget. Cost accounting. Total and input cost. Cost accounting methods. Budget control and forecasting.
Margin analysis	Cost classification. Cost differentiation by high-low point method. Gross margin. Breakeven point. Hurdle rate and critical sales volume. Sales revenues planning with margin analysis. Practice.
Final budgets. Modern budgeting methods	Revenue and expenditure budget. Cash flow budget (direct and indirect methods). Budgeted balance sheet. Static budget, budget implementation report, flexible budget. Deviations calculation and factor analysis. Company budget development. Practice. Budgeting automation: from MS Excel to specialized software and ERP module. Modern budgeting methods: scenario planning, activity based budgeting, zero-based budgeting, rolling budgeting.
Beyond budgeting	Beyond budgeting: ineradicable faults of budget technology, 12 principles of Beyond budgeting, Russian and foreign case studies.